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UNITED STATES DEPARTMENT OF AGRICULTURE
Federal Extension Service
Washington 25, D. C.

ON LEADERSHIP

The ultimate objective of Extension teaching is a more satisfying rural life. People learn by only three methods; by seeing, by hearing or by doing. Extension teaching is simply the arranging of situations in order that people may see, hear or do that which is to be learned. People are not required to learn from Extension, they choose to learn on the basis of their needs and interests. Leaders can identify the needs and interests of people more easily than Extension workers; therefore, it is sound procedure to ask leaders to assist in planning the teaching programs. Families will generally make the right decisions if given facts. Extension workers need the help of leadership and organization in planning and presenting the facts that all may see, hear or do. So "Leaders - Let's Keep on Doing a Good Job!"

— From an Extension Leadership Workshop —

BEATITUDES OF A LEADER

Blessed is the leader who has not sought the high places
but who has been drafted into service because of ability
and willingness to serve.

Blessed is the leader who knows where he is going, why he
is going, and how to get there.

Blessed is the leader who knows no discouragement, who
presents no alibi.

Blessed is the leader who seeks for the best for those he serves.

Blessed is the leader who leads for the good of the most con-
cerned, and not for the personal gratification of his own
ideas.

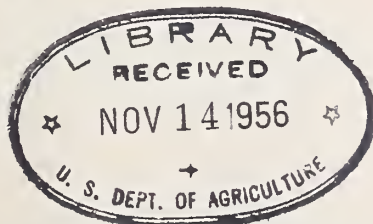
Blessed is the leader who develops leaders while leading.

Blessed is the leader who marches with the group, interprets
correctly the signs on the pathway that lead to success.

Blessed is the leader who has his head in the clouds but his
feet on the ground.

Blessed is the leader who considers leadership an opportunity
to serve.

— Author Unknown —



TEN COMMANDMENTS OF

- 1.- Believe wholeheartedly in what you are doing if you would inspire the desired spirit in others.
- 2.- Do not get so far ahead of your group that they cannot follow you.
- 3.- Look in the mirror each morning at the man who is to blame for the failures. Do not alibi; your previous
- 4.- Strive to be the world's greatest authority in your field. Great- est and tell what you know of la- bor, convincingly and effectively.
- 5.- Make friends by being a friend and by observing the rules of friendship.

SUCCESSFUL LEADERSHIP

- 6.- Do not get bitter toward those who would defeat your program or who are to you personally unfriendly. "Whom the Gods personally unfriendly, they first make mad." would destroy.
 - 7.- Beware of too much personal publicity. Permit your name to be associated only with important matters if you would be highly re- garded by the public.
 - 8.- Be content with getting the job done. Be concerned with personal credit, do not be concerned with finally giving credit, the world is due.
 - 9.- Put service above self. It pays dividends.
 - 10.- Do not get into a rut - change jobs or locations if necessary, but do not jobs or locations your precious time and talent.
- C.O. Moser, President National Cooperative Council
Cooperative Marketing Journal, Nov., Dec., 1931

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VOLUNTEER LEADERSHIP
with Particular Reference to Extension Programs

Questions for Discussion - Indicate whether you agree or disagree or are uncertain about the following questions: (circle)

1. Leadership is telling others what to do. A D U
2. Leadership is entirely born into a person. If you were born with it, fine; if not you will not be a good leader. A D U
3. Organization leadership and project leadership are the same thing. A D U
4. A good leader should also be a good follower, but it is hard to do. A D U
5. The main thing in teaching project lessons is to tell folks the subject matter, preferably by reading the lesson in order to be sure of the facts. A D U
6. The quality of club or organization meetings is greatly dependent upon how well the presiding officer does his or her job. A D U
7. Leaders generally are not given enough recognition for the things they do, especially public recognition. A D U
8. It is hard to find more persons who will be officers and leaders, because naturally good leaders are getting scarcer all the time. A D U
9. Good leadership in a person is a matter of growth or development; you become a better or a worse leader as you carry on in active membership and leadership. A D U
10. Which of these 4 things do you think is most important in making leaders better leaders. (check two).
 - ☐ Showing more courtesy, thoughtfulness, fairness, service motive.
 - ☐ Giving out more project subject matter information.
 - ☐ More care in planning meetings and handling the group.
 - ☐ Having more advice and assistance from outside.
 - ☐ Getting more public recognition.
 - ☐ Try to become a better speaker.
 - ☐ Receiving more encouragement.
11. A good officer or leader thinks about developing somebody else for the job. A D U
12. The best leader is almost always the one who has been in office the longest. A D U
13. The more persons that are asked to help or take part in clubs and organizations, the more successful the meetings and organizations are likely to be. A D U
14. 4-H Club leaders have to run the clubs, if the members and the clubs are to make good records. A D U

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BASIC NEEDS OF PEOPLE IN GROUPS
For Leaders and Officers to Keep in Mind

Leader! If you want my loyalty, interest, and best efforts as a group member, you must take into account the fact that.....

1. I need a SENSE OF BELONGING
 - a. A feeling that no one objects to my presence
 - b. A feeling that I am sincerely welcome
 - c. A feeling that I am honestly needed for my total self, not just for my hands, my money, etc.
2. I need to have a SHARE IN PLANNING THE GROUP GOALS. (My need will be satisfied only when I feel that my ideas have had a fair hearing.)
3. I need to feel that the GOALS ARE WITHIN REACH and that they make sense to ME.
4. I need to feel that what I'm doing contributes to HUMAN WELFARE -- that its value extends beyond the group itself.
5. I need to share in MAKING THE RULES OF THE GROUP -- the rules by which together we shall live and work toward our goals.
6. I need to know in some clear detail just WHAT IS EXPECTED of me so that I can work confidently.
7. I need to have RESPONSIBILITIES THAT CHALLENGE, that are within range of my abilities, and that contribute toward reaching our goals.
8. I need to SEE that PROGRESS is being made toward the goal WE have set.
9. I need to be KEPT INFORMED. What I'm not up on, I may be down on.
10. I need to have CONFIDENCE IN OUR LEADER -- Confidence based upon assurance of consistent fair treatment, of recognition when it is due, and trust that loyalty will bring increased security.

In brief - the situations in which I may find myself as a member must MAKE SENSE to me regardless of how much sense it makes to the leader.

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VOLUNTEER LEADERSHIP

1. Volunteer leaders are the most important people in America. Millions of man hours are devoted yearly by hard working and willing people to wholesome community services of various kinds. Volunteer leaders and the citizen organizations in which they work are basic to democracy in America.

2. Leadership is influencing or producing growth in a person or group. Thus, leadership is far more than simply possessing a lot of nice traits like ambition, courtesy, speaking ability, etc. These are fine, but in themselves do not make a person a leader.

Leadership springs from situations, especially group situations where somehow there has been an expression of feelings giving rise to a leader. A leader is started when someone is asked to do something for his organization, or is elected by a group, or where a crisis or problem gives rise to some person who heads up some program.

3. There are two basic philosophies of leadership: (a) the democratic philosophy and (b) the autocratic or authoritarian philosophy. Every citizen exerts leadership somewhere between these two extremes.

Below are some verbs about leadership activity which indicate one or the other of these two types of leadership philosophy:

push	represent	run group
order	encourage	respect
pull	inspire	report
teach or show	tell	force
influence	help	preside
direct	instruct	guide

Which of these verbs describe how you serve as a leader in your groups? It depends upon which philosophy of leadership dominates your actions and how much. The best leaders are those who perform their work by the democratic philosophy rather than by the autocratic philosophy.

The first essential to successful organizations is that they be guided by leaders who function the democratic way. This is also essential to true happiness and to fundamental democracy in the community, in the Nation and in the world.

4. Leaders may be classified into several types based upon the kinds of jobs they do:

- a. Organization leaders. By this we mean the persons who are the officers and committee members of groups and programs.
- b. Project or teaching leaders. Persons whose job it is to give leadership to certain extension projects or programs and to teach or put on lessons in these projects to home demonstration groups, 4-H Clubs and others.

- c. Informal or indirect leaders. This is the kind of leadership which has influence but which may or not be in an official position. They are the persons to whom others look up to for approval before going ahead on something. They are the persons who "carry weight" or whose word "counts."

5. Finding more helpers and leaders. Quite often we worry too much about "finding" leaders. If we cannot find persons to do jobs immediately then we get discouraged and think that there are no leaders any more in our communities.

But "the woods are full of leaders." Every person is a potential participant and every participant is a potential leader. The big job is to start interest and development; to start persons up the leadership ladder. Many people would be glad to help in some way if we would only have the nerve and take the time to ask them, and have faith that they can do it.

The greatest thing about finding and developing leadership is faith in people. Give folks a chance. Show that you have confidence in them. No one will be a perfect leader in the beginning. Leadership takes development and growth and cooperation.

6. Recognition and encouragement are essential to good leadership. Every person has a certain desire for recognition, and leaders and workers deserve it. The important thing is that the recognition be of the right kind and in the right way, and don't overlook anybody. Good leaders don't try to grab all the credit. But recognition is essential and everyone who works should have a fair share,

Probably the best form of recognition is simply encouragement and a heartfelt "thank you." Avoid putting persons in a show-off position as it might be embarrassing. Feeling of accomplishment is a main basis for satisfaction.

7. Leadership selection. Selection of leaders and workers by their groups is often basic to their development into good leaders. It often encourages one to take part. But elections are frequently mishandled and result in the wrong persons being elected. Nominations and elections should be done with great care, and with both what is good for the person and for the group in mind. Turnover of leaders is essential to good leadership development.

Many times persons elected turn out to be better than first expected. Groups will elect the right people if the proper care is given and the right situation is set up. Leadership develops from small beginnings; it is not necessarily something that one already has or is born with. A good rule to follow is to elect but don't let certain persons railroad the election. Corner politics sometimes spoil things, or it can be helpful, too.

8. Leaders should also be good followers. Some responsibilities of followers are:

- a. Respect other leaders.
- b. Be constructive, not just destructive.
- c. Be willing to help; to lend a hand, to do a part,
- d. Be willing to have a smaller part after having had a big job; to step down from president to active participant. To continue support of a group even though no longer a head person.

9. The main things to be a good leader are:

- a. Be humble. Everyone's every idea is worthy of consideration.
- b. Follow the democratic philosophy. Take your group along every step of the way.
- c. Serve wholeheartedly.
- d. Don't be afraid to change your mind.
- e. Have some objectives or goals in mind for the job you are in.
- f. Help others start up the leadership ladder.
- g. Care for other people; have love.

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* "The health of a democratic society *
* may best be measured by the quality and *
* quantity of the volunteer leadership *
* which it produces" - - Anon. *
* *****

"An open mind leaves a
chance for someone to
drop a worth-while thought-
in it," - - - - - Anon.

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ORGANIZATION LEADERSHIP

General

1. By organization leadership we mean that which has to do with club offices, committees, meetings, organizing, reporting, and the like. Organization leadership is different from project leadership but, of course, it is just as important.

Clubs and groups generally go up or down with the quality of the work done by the officers and leaders. The work of everyone of them counts in the success of a group or an event. And everyone who had a part should receive some recognition or thank you, no matter how small the part.

2. Of course, the most important thing in the success of an organization is the quality of the yearly program of work - the meetings, the activities, the service projects, - also the group spirit and cooperation of everyone. But all these things are nothing but the result of the work of the officers and other leaders - the result of how well they have done their jobs. So we come back to the fact that the real success of a group or program depends upon the leadership - the officers, committees, and all the rest.

3. Strong, active organizations and good meetings don't just happen. They are good because some people did their parts well.

Sometimes one may belittle his leadership job or think his group is not very important. But any group work existing is worth being a good group, and every leadership job is worth doing well.

4. It is said that millions of man-hours in the United States yearly are wasted or not used as beneficially as they might be because of being in poor groups or poor meetings that could have been better - the time wasted of leaders, of professional people, and of members. Yet in every one of such events there probably was some good, some benefit. Nothing of this sort is completely lost or wasted, even though it might have been better.

The point is that it is important to keep our organizations strong and to try to have every meeting or event as good as possible. They don't need to be perfect, but as good as possible considering the situations and what the leaders can do at given times.

Some things that organization leaders should think about in being good leaders

1. Have a concept of community, not just a concept of your group or your village. The community is the village plus the surrounding area served by the village. It may be the "town" (township) or it may be only part of a town or it may overlap into another town. A community concept means all the people. It also means having an interest in community welfare, community-wide concern.

2. Be aware of what your community is like, especially its social make-up and thinking of the people and why these are as they are. This means the different kinds of people and the various organizations and agencies and groups in the county. Very few communities are perfectly uniform or homogeneous nowadays because people are not all alike. There are many organizations and agency programs nowadays, too. Most communities contain some differences among people such as based on age, neighborhood, culture or nationality background, schooling, income, occupation, size of family, age of children and the like. Good leaders try to understand their community purposes.

3. Know the objectives or purposes of your own organization, and keep them in mind in the operations of your group.

4. Keep your organization open-minded and seek to spread its influence among many.

5. Keep in touch with the whole group. Avoid being a part of a single clique too much or of working with only special friends; the other people will notice it.

6. Aim to develop replacement leadership and enlist other persons to new leadership. Help the new leader who is succeeding you to get started.

7. Evaluate or appraise yourself and your work as you go along and at the end of the year. Seek training and assistance.

8. Be humble; ask for advice; respect the ideas of others. Follow the group way. Help the group formulate or crystalize ideas, rather than simply stating what is to be here and how. Try to follow the rule of not making a single decision without consulting the group or some person, even if you know the answer.

9. Help the other leaders and workers "under" you.

10. Have some objectives in carrying out the duties of your office; don't do just routines or the bare minimum.

11. Be willing to stay in your office long enough to do a good job, but not so long that you get in a rut or keep others from having a turn, too.

12. Be a good follower for the other leaders.

I am sure that you can think of still other ideas for leadership philosophy. The above ones are not idealistic but very practical, and probably you are starting some of them now.

The important thing is that good leadership can be acquired. And that every participant is a potential active participant or leader. Figure out ways to help or jobs to do for those who cannot serve like others for some reason or other. And remember that good leadership isn't hard but only takes some extra care.

Some suggestions that help to make organizations good ones

1. A yearly program, not one just from meeting to meeting.

2. Definite objectives or purposes and everybody knowing what they are. The group should have a hand in stating or accepting the purposes. Have some overall basic purposes, then some goals to work toward - some short-term goals and some long-term goals.

A good thing for an organization to do every few years is to review its basic purposes so as to change them as needed and to refresh the minds of the members and the officers.

3. Train and develop leadership. Every group should make plans to send off one or more persons to leader training workshops of some kind, and to also provide helpful materials for the use of officers and/or other leaders.

4. A balanced program, including education, sociability, service. It helps to have at least 1 or 2 annual events. These help build up group tradition, and tradition is very important. The program should express some community-wide interest, too.

5. Be known to other agencies or groups. And the best way to do this is work with them in some way. Build community relations.

6. Evaluate progress; make changes as deemed desirable - in program, methods, or organization.

7. Group participation - the more persons active the better.

Successful ways of making good meetings better

Good meetings don't just happen. They are good because they were made so. If a meeting is worth having at all, it is worth making it as good as possible. Some things to consider are:

1. Plenty of preplanning.

2. Involve several persons in the program.

3. Right places of meetings.

4. Right time of meetings.

5. A varied program. Not all just straight subject-matter; not all speeches. No one wants just bread and potatoes for a meal; neither do they want such meetings. Most people come to meetings for more than one reason. Program chairmen and presiders have to recognize this and plan accordingly.

6. State purposes of the meeting; tie it to the program planning and to the extension set-up.

7. Comfortable conditions of room.
8. A presider who controls the meeting.
9. Good introduction of special speakers.
10. On project or teaching meetings, explore with the group before you teach.
11. Definitely plan on some kind of group participation. For one thing this will help settle the "buzzers" or whisperers.
12. Evaluate the meeting afterward. Take a few minutes to think about what things were good about it? What could have been better?

Voluntary organizations and meetings rest upon voluntary leaders. That is why leadership development is so important. Think of leadership as what it really is, not as a burden. Try not to put it on a begging basis - of only doing something for somebody.

Leaders who try to do a better job are to be especially congratulated.

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* "The quality of a civilization can best be *
* measured by the degree to which the people *
* work together." -----Calvin Coolidge *
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PROJECT LEADERSHIP

Project leaders are just as important to the success of a home demonstration program as are the officers of the home demonstration groups.

But project leadership is a much different kind of a job than being a president or a secretary. Project leaders are responsible for subject matter. It is their job to help people better know about the subject and to get more families to adopt the recommended practices of the subject.

Oftentimes part of your job may be to actually teach or put on the project lesson or demonstration at local group meetings. This is both an easy task and a very worth while one.

Sometimes a project leader is selected for the job because she is the only one who has a car available or can spare the time to attend the necessary leader training meetings. On the other hand, you may be selected because your group wants to look to you for leadership in a particular project because you are interested in it and they have confidence that you can do it. I am quite sure that this is what your group and **your** home agent would first think about.

Sometimes a good person to select is one who needs and wants to learn more about a subject herself. Such a person would probably make a better project leader than one who is already the best cook or best seamstress or best chair upholsterer. The extra incentive of wanting it herself would cause her to do her best and also would be good for her own personal development. These things should be thought of in leadership selection. Another factor is acceptance and influence. Some persons may have more of this than you first think. A lot depends upon what people in your neighborhood you would like to see reached more.

Anyway, it is important to select the right leaders. Actually this may be anybody. We should not think of leadership jobs as being so exclusive that only certain persons can fill them. Anybody can be a project leader or an organization leader and everyone should have opportunities to do so, time and time again.

Here are some things that help to make putting on the project demonstration both easy and effective:

1. Plan your procedure for the meeting in advance and do it carefully. Check your plan with your extension agent or group president.
2. Have some teaching objectives or targets to shoot at, and stick to them. Work these out carefully.
3. Get some experiences of the group out on the floor. Find out what they do now about the subject and what they think is right or wrong. These create interest and help to build group support for the ideas that you want to teach. It also adds fun to the meeting and will make you less nervous.

4. Visualize your main items, if at all possible. If you do not have a blackboard, then use big sheets of newsprint and large crayons. Of course, demonstrate, when it fits the subject.
5. Teach only the main things, not everything.
6. Discuss reasons why this project and the ideas you want to teach about it are important.
7. Don't just read the lesson. Develop a teaching plan that also includes group participation and other devices.
8. Also, don't just repeat what the agent or leader-trainer did. Think about what his or her main ideas were, and work out your own plan to put them across.
9. Believe in the subject yourself, first; then it will be easy to tell others.
10. Summarize the main ideas.
11. Have a little "personal commitment" session at the end. This means getting the folks to talk about what they are going to do about the subject when they go home.
12. Remember that people learn more by hearing an idea several times and by talking about it with others.

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